

CITY OF MANCHESTER BLUEPRINT FOR VIOLENCE PREVENTION



**MANCHESTER, NH
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Manchester Weed & Seed Strategy
City of Manchester Health Department
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The Manchester Weed & Seed (W&S) Strategy partners would also like to acknowledge the organizations that comprise the W&S Steering and Planning Committees, as well as the agency, department, and business representatives who attended the 2010 "Community Meeting for Violence Prevention". An asterisk (*) denotes a Steering partner while 'bolded' organizations serve on both the Steering and Planning committees.

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EXECUTIVE SUMMARY

Violence is a community-wide issue. Despite a common misconception that violence is strictly a malady of a community's most disadvantaged neighborhoods, violence permeates the entire community affecting residents of all ages in personal, physical, emotional, psychological, and/or financial ways. In addition, violence has many forms, such as domestic and sexual violence, child maltreatment, elder abuse and neglect, bullying and cyberbullying, suicide, gang violence, and robbery. Furthermore, the perception of safety, as determined by the physical and social environment of a neighborhood, plays a key role in defining how safe or unsafe residents feel within their community. In other words, it is possible to have a neighborhood with relatively low crime rates, but still have the residents not feel safe or connected to their neighborhood.

Addressing violence within a community requires a better understanding of the key risk and resilience factors for violence prevention. Violence prevention is a comprehensive and multi-faceted effort to address the complex and multiple risk factors associated with violence including, but not limited to, poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families, domestic violence, internalized shame, felt powerlessness, and a lack of social connectivity. To truly prevent violence, there must be a united and comprehensive effort aimed at reducing these primary risk factors while enhancing resilience factors, such as improving the physical environment, increasing social capital, and creating meaningful opportunities for community engagement.

The Manchester Blueprint for Violence Prevention is a set of comprehensive recommendations to create a safer, more resident-driven and involved community. The Blueprint is a framework to identify the range of roles and partnerships in which key stakeholders can contribute, and activities that can prevent violence with the greatest impact.¹ Given the complexity of issues, policies, and systems that promote or prevent violence, success requires an action plan that coordinates, supports, and strengthens a range of efforts. Since the cost of delay is too high in terms of risk, pain, suffering, and premature death, its focus is to address problems before violence occurs. This is known as primary prevention. Moreover, this Blueprint emphasizes community-wide or "environmental" outcomes and addresses all forms of violence, spanning across all ages and communities.¹

Violence can and will be prevented in Manchester. These recommendations were developed through input from community partners, residents, and municipal departments with invaluable support from the leadership of Manchester. In order to put these recommendations into action, it must be utilized at all levels and valued as a collaborative effort. The Manchester W&S Strategy is committed to achieving its vision of Manchester as a community which has clean, safe and crime-free neighborhoods for all by encouraging mutual respect and consideration for others, promoting educational attainment, and fostering opportunities for community engagement. The creation of this Blueprint represents the first step in realizing this vision.

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BACKGROUND



Established by the U.S. Department of Justice, the Weed & Seed (W&S) Strategy is an innovative, comprehensive multi-agency approach to law enforcement, crime prevention and community revitalization. W&S is foremost a strategy, rather than a grant program, that aims to “weed out” crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country, while “seeding in” community involvement and needed services.

In 2001, the City of Manchester received funding to adopt the W&S Strategy through the U.S. Department of Justice, Community Capacity Development Office (CCDO). This opportunity provided Manchester with an initial five years of funding to support development of the Strategy. During this time, partnerships among municipal departments, community partners, and neighborhood residents were developed and strengthened, and critical activities occurred, both law enforcement and community-based, to ultimately result in a reduction of violent crime rates within the target neighborhoods.

In 2006, the Manchester W&S Strategy was recognized as a “Graduated Site” by the CCDO. The City of Manchester has continued to sustain the W&S Strategy under the Community Improvement Program. As the W&S Strategy completes its 10th year of collaboration within the city, it has continued to make a difference within the target neighborhoods. Highlights of major activities include:

- Special law enforcement efforts for prostitution, drugs, and weapons;
- Establishment of over 50 Neighborhood Watch Groups;
- Designated Safe Havens within the community where a variety of youth and adult services are coordinated in a highly-visible, accessible facility;
- Development of educational programming for the community related to personal safety, cultural diversity, and domestic violence;
- Implementation of the Juvenile Crime Prevention Initiative, YouthReach, and Wraparound for Youth Resiliency (WYR);
- Creation of a Saturday Teen Night Program;
- Neighborhood improvement initiatives, such as the Neighborhood Block Party, lighting and trash toters for property owners, and community gardens; and
- Establishment of the Manchester Violence Prevention (MVP) Teens Council to provide a youth voice for the Strategy and develop youth violence prevention efforts.

These efforts are the result of intense collaboration and networking. As of January 2011, there are 68 active partners in the W&S Strategy comprised of city, state, and federal departments, agencies, and organizations, such as the U.S. Attorney’s Office New Hampshire and the Manchester Police Department, as well as city residents. Resident involvement is the driving force behind the success of the W&S Strategy and provides a high level of ownership to community members by creating neighborhood-based initiatives. Residents are involved at all levels of planning and decision-making for their neighborhoods in collaboration with elected officials, municipal departments, and community partners. All members have an equal voice in the W&S Strategy.

FROM “WEEDING” TO “SEEDING”

Over time, the focus has shifted from an emphasis on criminal enforcement or the “weeding” portion of the W&S Strategy to primarily addressing the root causes of violence through prevention efforts.



Manchester Police Department and Community Residents,
2010 Annual Weed & Seed Neighborhood Block Party

This is a natural progression or maturing of the W&S Strategy that other W&S Communities have experienced across the country. Furthermore, the W&S Steering Committee recognizes that violence prevention is the responsibility of the entire city, and that law enforcement efforts alone will not result in a significant decrease in violence. Subsequently, it was agreed to host a forum that would bring the community together to discuss violence and identify recommendations for action that are needed specifically within Manchester. In April of 2010, the W&S Strategy Steering Committee convened a “Community Meeting for Violence Prevention” which served as the birthplace for the Manchester Blueprint for Violence Prevention by providing the

recommendations for crafting objectives and strategies for a coordinated effort to prevent and decrease violence in the city.

VISION AND MISSION STATEMENTS

Prior to the Community Meeting, the W&S Strategy adopted a new vision statement developed by residents, a new mission statement developed by Strategy partners, and guiding principles that serve to frame the Strategy’s ideals and core tenants – **Trust, Respect, Equity, and Empowerment.**

VISION STATEMENT (Developed by Residents):

The City of Manchester is our community which has clean, safe and crime-free neighborhoods for all by encouraging mutual respect and consideration for others, promoting educational attainment and fostering opportunities for community engagement.

MISSION STATEMENT (Developed by W&S Strategy Partners):

The Manchester, NH Weed & Seed Strategy aspires to work as a sustainable collaboration composed of residents, community organizations, government and the private sector to achieve a unified, resident-driven vision for Manchester. The goal will be to develop constant and evolving responses to community needs through programs and change efforts that support the making of safer, stronger neighborhoods which embrace our diversity.

GUIDING PRINCIPLES*

The Weed & Seed Strategy:

- ***Believes that violence is preventable.*** Violence is a learned behavior that can be unlearned or not learned in the first place. Manchester can be a safer place.
- ***Acknowledges the underlying contributing factors of violence.*** We understand that risk factors – such as poverty, school failure, substance abuse, victimization history, etc. – can contribute to the prevalence and severity of violence in the community. Protective factors, including economic stability, social capital, school and neighborhood connectedness, etc. can assist in preventing violence on individual, family, school, and community levels.
- ***Recognizes violence prevention and neighborhood restoration as the responsibility of all community members.*** We all have a stake in ending violence and revitalizing Manchester's neighborhoods. There is a role that each of us can play; we are all stakeholders.
- ***Places the highest value on resident involvement.*** We will ensure an equitable voice for all in both the discussion and the decision-making process surrounding violence prevention in Manchester. Mutual trust, respect, equity, and empowerment are the core tenets of the W&S Strategy.
- ***Acknowledges that violence prevention is a long-term effort.*** The factors that contribute to violence did not develop in a short period of time, and they will not disappear immediately. We agree to not lose focus or determination in this challenging, but imperative, continuing endeavor.
- ***Embraces multiculturalism.*** The diversity in the city is a great strength and it must be respected. Cultural values, beliefs, and traditions should be integral to the development of policies, programs, and information.
- ***Honors what works within the community and values local assets.*** We pledge to look first to the neighborhood for solutions, and to focus on measuring the community impact and outcomes resulting from policies and programs.
- ***Employs a transparent process based on consensus.*** We will implement the mission by being inclusive and representative of the community we serve, maintain an open process based on consensus, and promote community ownership of the W&S Strategy's objectives.
- ***Emphasizes that violence prevention is not the same as containment and suppression.*** Prevention is a vital part of public safety, and is based on the community's ability to foster violence prevention skills, nurture safe neighborhoods, and shift norms about acceptable behavior before the outset of violence and the need for intervention.
- ***Commits to being positive, proactive and data driven.*** We pledge to define priorities based on community strengths and opportunities for improvement, employ evidence-based practices, and align organizational and community resources to maximize efforts and promote partnerships.

*Adapted from the original W&S Strategy's Guiding Principles and the Alameda County Blueprint for Violence Prevention

DEFINING VIOLENCE AND VIOLENCE PREVENTION

WHAT IS VIOLENCE?

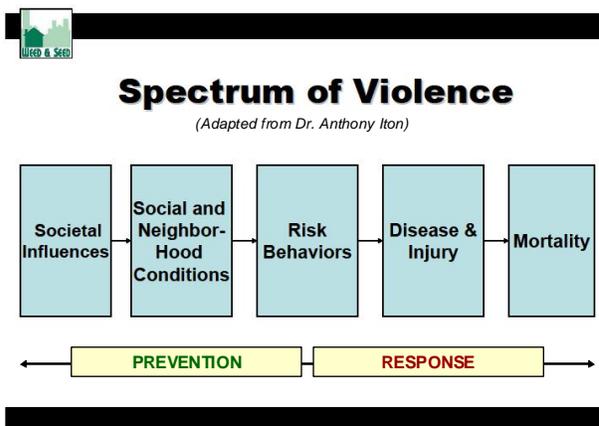
Violence, as defined by the World Health Organization, is the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation.¹ Violence, both actual and perceived, influences the way residents function within their own neighborhoods and even their own homes. In fact, the perceptions of violence and safety are much more impactful than the definition of violence would lead one to believe. If a resident *believes* that his or her community is unsafe, this may affect or even change the way one goes about daily activities and consequently lead to a decreased quality of life.

WHAT IS VIOLENCE PREVENTION?

Violence prevention is a comprehensive and multi-faceted effort to address the complex and multiple risk factors associated with violence including, but not limited to, poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families, domestic violence, internalized shame, felt powerlessness, and a lack of social connectivity. Violence prevention efforts contribute to empowerment, educational and economic progress, and improved life management skills while fostering healthy communities in which people can grow in dignity and safety. Efforts should encourage institutions to be more inclusive and receptive to community needs.¹ The Centers for Disease Control and Prevention has identified violence as a serious public health issue and created the Division of Violence Prevention as a result (www.cdc.gov/ViolencePrevention).

RISK & RESILIENCE FACTORS

Preventing violence requires an understanding of the upstream causes of violence within a community. Risk and resilience factors have a direct impact on the incidence, type, and severity of violence. Risk factors are those conditions or characteristics that put an individual, family, or community at a higher risk of experiencing or perpetrating violence. Resilience, or protective, factors prevent or protect against violence by instilling characteristics that allow a person to make appropriate behavioral choices in the presence of multiple risk factors.¹⁹ A growing body of research has been able to demonstrate the interrelationship between risk and resilience, the ability to mitigate the effect of some risks, and the importance of focusing on both sets of factors.¹



When considering risk and resilience factors, it is necessary to understand their relationship and understand that resilience factors are not the undoing or removal of the risk factors. Rather, resilience factors are systems, networks, attitudes, and behaviors that have been or can be put into place to protect a person from some or all effects of the risk factors. Resilience factors act as buffers to risk-producing conditions. Resilience refers to an individual's ability to cope with risk factors.²⁰ For example, a child living in poverty often cannot simply be removed from their family's financial and living situation. However, if resilience factors are utilized, such as involvement in sports, educational tutoring, and volunteering at the local animal shelter, this child will feel more connected to his or her community and have better coping skills. Furthermore, interventions targeted at the child's caregivers, such as improving employment skills and connections to community resources, can be utilized as well.

RISK FACTORS ¹	RESILIENCE FACTORS ¹
<ul style="list-style-type: none"> ▪ Poverty and economic disparity ▪ Illiteracy and school failure ▪ Alcohol and other drugs ▪ Firearms ▪ Negative family dynamics ▪ Mental illness ▪ Incarceration/reentry ▪ Community deterioration ▪ Discrimination/oppression; power & control ▪ Media violence ▪ Experiencing and witnessing violence ▪ Gender socialization 	<ul style="list-style-type: none"> ▪ Economic capital ▪ Meaningful opportunities for participation ▪ Positive attachments ▪ Good physical and mental health ▪ Social capital ▪ Built environment ▪ Services and institutions ▪ Emotional and cognitive competence ▪ Artistic and creative opportunities ▪ Ethnic, racial, and intergroup relations ▪ Media/marketing

Considering the role that risk and resilience factors play in the development of community violence, it is imperative that Manchester recognize that violence prevention is the responsibility of every Manchester resident and a broad-based collection of community partners. The current mindset often expects that the agencies tasked with *responding* to violence and its aftermath, such as the Manchester Police Department and the YWCA Crisis Center, bear the responsibility for prevention work. As discussed throughout this Blueprint, violence is a problem affecting every resident of Manchester. Therefore, it is a community responsibility to identify and address the risk factors present within each neighborhood.¹

INDICATORS OF VIOLENCE IN MANCHESTER

Violence in the community is measured by far more than simply analyzing crime data. Taking a look at additional key indicators including community risk and resilience factors, perceptions of neighborhood and personal safety, and exposure to violence begins to reveal the city that Manchester could become if a deliberate focus is not placed on preventing violence. These factors and indicators have a direct impact on a community's physical and mental health, including the far reaching effects of specific crimes and the public's reaction to them. In an attempt to provide a more complete picture of violence and crime within Manchester, the following indicators are displayed in five primary categories:

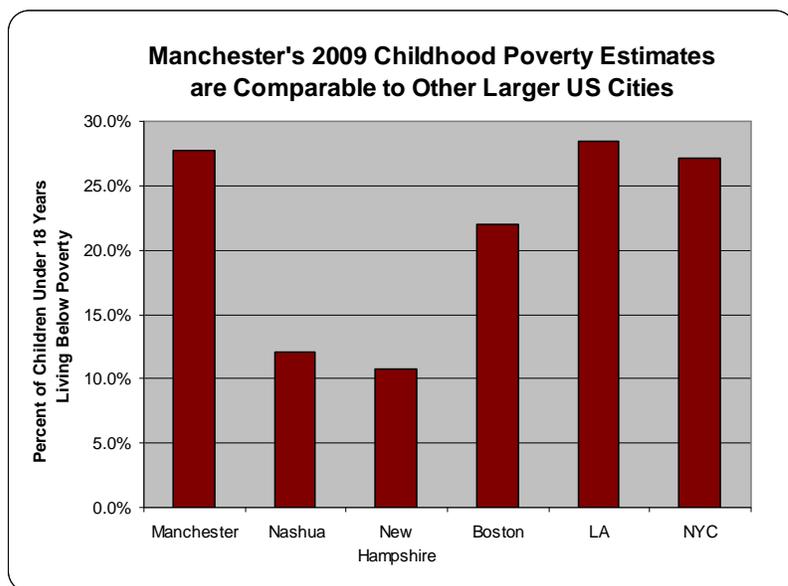
- Risk Factors
- Resilience Factors
- Primary Victimization
- Exposure to Violence
- Perception of Safety

PRIORITY COMMUNITY RISK FACTORS

These factors are not an absolute indicator that violence is currently present in the city, but rather what *could* take place if resilience factors are not employed to counteract them. The following are key risk factors of concern within Manchester.

CONCENTRATED POVERTY

Current data indicates that Manchester's poverty rates for children are comparable to those of Los Angeles and New York City.⁴ As of October of 2010, 46% of Manchester students qualified for free or reduced meals through the Manchester School District (MSD).³ With nearly 12% of Manchester's families living below the poverty level, there is an increased need for basic resources and assistance at both the city and state level, including housing, food, job training, and healthcare.⁴ As previously stated, these rates should not be interpreted to mean that violence can only be present in homes where poverty is experienced, but rather to indicate that poverty, which is often defined by a lack of access to basic resources, is an important risk factor to preventing and reducing violence on a community level.



Source: Manchester Health Department, American Community Survey 2009

LOW EDUCATIONAL ACHIEVEMENT

In many ways, the poverty rate is directly associated with educational completion. Of the 8,420 adults over the age of 25 living below the poverty level in Manchester, 30.5% have less than a high school diploma.⁴ This is important because an individual's level of educational attainment is linked with his or her employability. About 9% of Manchester adults ages 24 to 64 with less than a high school degree were unemployed as compared with only 0.3% of Manchester adults ages 24 to 64 with a Bachelor's degree or higher.⁴ Recognizing economic capital as a resiliency factor in communities, priorities must be placed on educational completion for all Manchester youth to ensure financial stability later in life. In February 2011, the NH Department of Education reported a 4-year cumulative drop out rate of 8.1% for the Manchester School District. In addition, the MSD estimates that over 7,000 school children are in need of some level of school attendance intervention. To compare Manchester's drop out and completer rates against other school districts in New Hampshire, please visit <http://www.education.nh.gov/data/dropouts.htm>.

In February 2011, the NH Department of Education reported a 4-year cumulative drop out rate of 8.1% for the Manchester School District.

SUBSTANCE AND ALCOHOL ABUSE

Abuse of alcohol and other drugs is a significant risk factor for violence, as well as mental and physical well-being in a community. In 2005, there were 426 emergency department visits for illicit drug use per 100,000 Manchester residents.⁵ This rate is significantly higher than the rest of New Hampshire (176 visits per 100,000 population). Use of illicit drugs, such as heroin, marijuana, cocaine, and methamphetamine, or non-medical use of prescription drugs such as pain relievers, tranquilizers, stimulants, and sedatives, can be associated with serious consequences. These include injury, illness, disability, and death as well as crime, domestic violence, and lost school or workplace productivity. Long-term consequences, such as chronic depression, sexual dysfunction, and psychosis, as well as drug use disorders may also result from drug use.⁵ Approximately a quarter of high school students and adults in Manchester (27% and 21.2%, respectively) report binge drinking (having five or more drinks of alcohol in a row, within a couple hours) in the past month.^{10,63}

FAMILY STRESSORS

Negative family dynamics can also be a contributing factor to overall health and success of a community. Family stressors are defined by Clemson University as a real or imagined imbalance between the demands on the family and the family's ability to meet those demands. Examples of stressors could be an event like the birth of a child, death, or divorce.⁶ Other stressors could be a hardship such as increased medical expenses because of a chronically ill child or a normal change in a family member's development, such as a family member becoming a teen or turning 40.⁶

It is important to emphasize that the presence of family stressors alone *does not* imply an absolute presence of violence in the home, but rather illustrates potential risk factors for violence in the future. Across the country family households take a variety of forms. Households may be headed by married or unmarried partners, as well as by individuals. They may or may not have school-age children present. They may be headed by grandparents. They may contain foster children. Since 2000, the percentage of households in Manchester composed of two married parents with their own school-aged children has decreased from 19.2% to 15.4%.⁵ During 2007-2009, 43.3% of households with children under 18 years old were single parent/caregiver households,⁴ and the City consistently struggles with a teen birth rate double that of the rest of New Hampshire.

PRIORITY COMMUNITY RESILIENCE FACTORS

Building resiliency in a community not only reduces the effects of risk factors for violence, but can protect against broader threats of economic instability, neighborhood stress and emotional vulnerability. Focusing on resiliency factors does not indicate that Manchester is lacking these things. Rather it illustrates the key elements for building and enhancing the community's resiliency, capacity, and efficacy.

COLLECTIVE EFFICACY

Research has consistently reported links between a neighborhood's social composition and its crime level. However, in a major report of the Project on Human Development in Chicago Neighborhoods, researchers found that the largest single predictor of crime levels in the neighborhoods they studied was "collective efficacy", which they define as mutual trust among neighbors combined with willingness to intervene on behalf of the common good. These findings challenge the prevailing view of crime as directly resulting from such factors as poverty and unemployment.⁸ This supports the idea that while Manchester may have a number of risk factors present, these risk factors in and of themselves cannot predict if and when violence will occur within our neighborhoods.

Local indicators of collective efficacy include the proportion of residents who are politically involved, participate in associations, volunteer or donate and hold an overall sense of trust or belonging to the community. In Manchester, approximately 62% of voting-age citizens are registered, which is lower than the average national rate of 71%; however, a total of 38.0% of Manchester's high school students report "performing any organized community service as a non-paid volunteer, such as serving meals to the elderly, picking up litter, helping out at a hospital, or building homes for the poor during the past 30 days" compared to 36.4% of high school students throughout New Hampshire.^{10,55} In 2009, 28% of workers age 16 and older who reside in Manchester travel 30 minutes or more to work each day.⁴ Each 10 minutes of additional commuting time cuts all forms of social capital by 10 percent--10 percent less church-going, 10 percent fewer club meetings, 10 percent fewer evenings with friends, etc.⁵⁶

SOCIAL CONNECTEDNESS

Social connectedness, sometimes used interchangeably with social capital, refers to the relationships people have with others. Social connectedness is an integral component of physical, mental, and emotional wellbeing. People are defined by their social roles, whether as partners, parents, children, friends, caregivers, teammates, staff or employers, or a myriad of other roles.²¹ These relationships give people support, happiness, contentment, and a sense they belong and have a role to play in society. They indicate people have support networks in place that they can utilize during hard times. Social connectedness also refers to people joining together to achieve shared goals which benefit each other and society as a whole – this may range from working together as part of a business and paid employment to contributing to their communities through voluntary groups.²¹

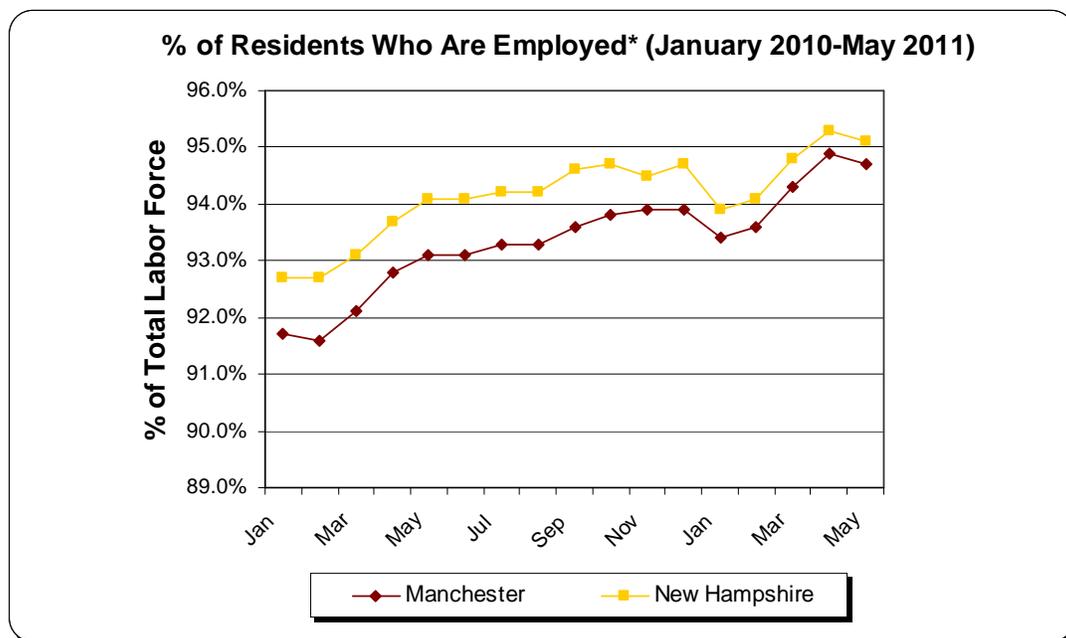
Several studies have demonstrated links between social connectedness and the performance of the economy, as well as positive outcomes for individual health and wellbeing. Social connectedness is fostered when family relationships are positive, and when people have the skills and opportunities to make friends and to interact constructively with others. Good health, employment, and feeling safe and secure all increase people's chances of developing positive relationships.²¹ Increasing social connectedness for residents builds resiliency against issues like poverty which cannot be "fixed" in the short-term.

INDICATORS OF SOCIAL CONNECTEDNESS	MANCHESTER	NEW HAMPSHIRE
Percentage of high school students who agree or strongly agree that they feel like they matter to people in their community ¹⁰	43.4%	41.5%
Percentage of householders who report living with family or other individuals ⁴	69.0%	75.2%

Locally, residents have formed neighborhood watch groups to connect with one another and work together to improve their neighborhoods by meeting regularly and planning events for their local area. Manchester Watch Groups have been responsible for past National Night Out events, repainting murals at the Adam Curtis Skate Park, and organizing numerous neighborhood clean-up efforts. With 53 Watch Groups currently active within the city, residents are making an intentional effort to connect with their neighbors and take ownership of their neighborhoods.

EMPLOYABILITY AND LIFE SKILLS

When assessing resilience factors in a community, one factor that requires intentional focus and attention is that of employability and life skills. This includes the availability of jobs and the ability to make a living wage, and local ownership of assets, including homes and businesses and access to investment opportunities.²³ The relationship between jobs and local ownership and health and safety outcomes is evident in the existence of health disparities; people who live in poverty are more likely to die prematurely than people who are not living in poverty.²² Jobs and local ownership promote local access to resources, the opportunity to increase local capital that can be reinvested in the community, and stability among residents. Increases in local businesses are associated with reduced crime, and achieving living wages may be correlated with reduced stress levels and better housing. This factor can be linked to any of the leading indicators due in large part to its impact on the opportunities that people have and the effectiveness of a community to change its circumstances or environment.²³ Over the past year, the City has experienced an average employment rate of 93.8%, but remains consistently lower than the rate throughout the State of New Hampshire.



* Rates are not seasonally-adjusted

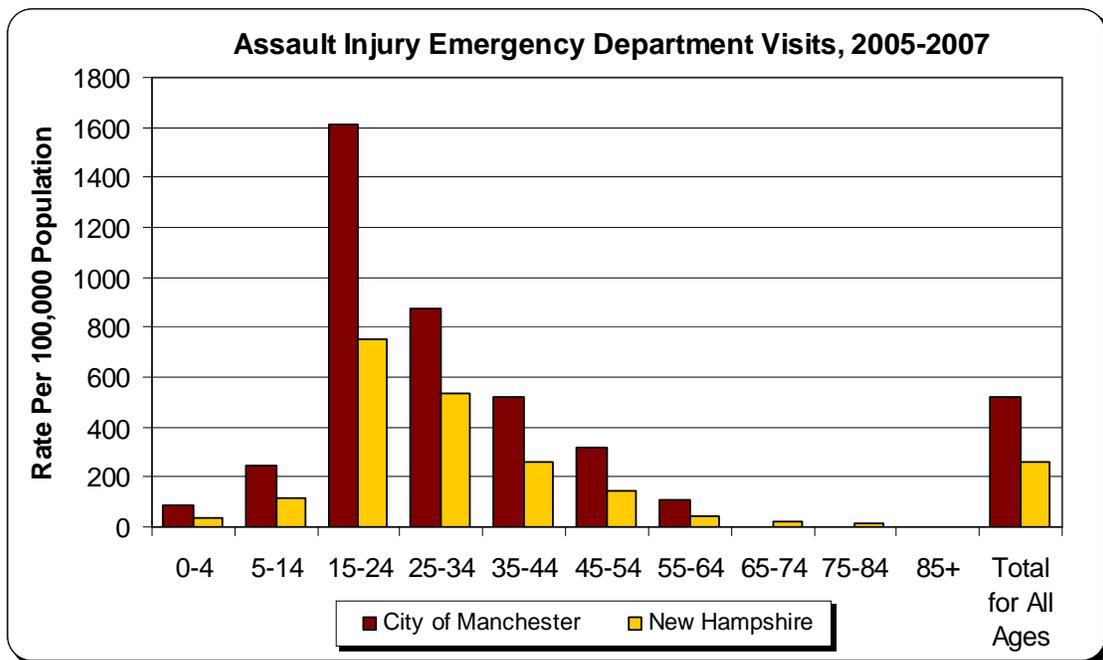
SOURCE: NH Employment Security (NHES) <http://www.nh.gov/nhes/elmi/lauspubarchive.htm>

PRIMARY VICTIMIZATION – MORE THAN JUST A NUMBER

Anyone can be the victim of a crime. While the presence of risk factors in any community increases the possibility of violence, there is no absolute measure of where and when violence will occur and to whom. Analyzing crime data is helpful for identifying areas of need, but cannot fully tell the story of violence. In this section, we will discuss additional factors to be considered when assessing the reality of violence in Manchester.

EMERGENCY ROOM VISITS – ASSAULT INJURIES

Between 2005 and 2007, the City of Manchester experienced statistically higher rates of emergency department visits for assault injuries compared to the New Hampshire total (520.7 per 100,000 population vs. 263.5 per 100,000 population respectively). Additionally, there was nearly double the rate of inpatient discharges for assault injuries throughout the Manchester Health Service Area than the New Hampshire total (18.9 per 100,000 vs. 8.9 per 100,000 respectively).²⁵ When compared to actual reported crimes, it becomes evident that assaults in Manchester are underreported to law enforcement; even when assuming that an assault victim may have made multiple visits to the emergency department. This adds a new dimension to the story of crime and violence in Manchester and must be considered when determining the course of action for prevention.



Source: New Hampshire Department of Health and Human Services, Office of Health Statistics and Data Management, Emergency Department Utilization Data, 2005-2007.

REPORTED CRIMES OF VIOLENCE

In 2009, Manchester's violent crime rate was 494.2 violent crimes per 100,000 population. When compared with cities of a similar population size as Manchester, the violent crime rate was 563.5 violent crimes per 100,000 population.⁵⁷ Therefore, Manchester's violent crime rate is actually lower than cities of similar size. However, it is impossible for these data alone to define violence in our community. Moreover, crime data can be analyzed in multiple ways, allowing for a more in-depth understanding of how violence affects the community. For example, the Manchester Police Department reported over 500 Part I Violent Crimes in 2009, which represents nearly a 10% increase from the year prior and a quantifiable impact from the most serious violent crimes a community can face.²⁶

Part One Violent Crime Statistics, Manchester Police Department²⁶

PART 1 CRIMES (VIOLENT ONLY)	2008	2009	% OF CHANGE
Murder	2	3	50%
Rape	30	43	43.3%
Robbery	170	172	1.2%
Aggravated Assault	255	284	11.4%
Total	457	502	9.8%

UNREPORTED CRIMES OF VIOLENCE – DOMESTIC & SEXUAL VIOLENCE EXAMPLE

In 2010, the YWCA Crisis Service, which serves the Greater Manchester area, worked with 1,920 unduplicated victims of domestic violence. According to the New Hampshire Coalition Against Domestic and Sexual Violence, approximately 33.4% of women and 24% of men in New Hampshire have been the victims of domestic violence.^{12,13} During that same year, Manchester advocates worked with 87 adult victims of sexual assault, which is less than 1% of the adult population in the city. The 2006 New Hampshire Violence Against Women Survey estimates that at least 23% of New Hampshire women have been victims of sexual assault in their lifetime, with 5% of New Hampshire men reporting the same in the 2007 New Hampshire Violence Against Men Survey.^{12,13} With an adult population of more than 83,000, this potentially translates to *thousands* of Manchester domestic and sexual violence victims not seeking assistance from the crisis center or police department. The underreporting of these crimes is not unique to Manchester and has been documented on a national and international level as well. Many factors contribute to under-reporting including shame and embarrassment, self-blame, fear of media exposure, fear of further injury or retaliation, and fear of a legal system that often puts the victim's behavior and history on trial.²⁴ The perceived stigma and shame often associated with domestic and sexual violence, the fear for one's personal safety, and a lack of understanding of how to access resources have discouraged many victims from seeking assistance.

VIOLENCE AMONG SPECIAL POPULATIONS

For the purposes of this Blueprint, we have highlighted a few key special populations; however, this is in no way intended to be an exhaustive list. It can be difficult to provide adequate services to many victims of violence due to a number of issues including shame, fear of retribution from the perpetrator of the violence, lack of stability, and a lack of follow-up. Agencies must adapt their services to ensure that all victims of violence have the appropriate access to assistance.

CHILD MALTREATMENT AND TEEN VIOLENCE:

In 2009, the New Hampshire Department of Health and Human Services' (NH DHHS) Division for Children, Youth & Families reported 210 founded cases of child maltreatment for Hillsborough County. During the following year, the Manchester Police Department reported a startling number of victims of violent crime under the age of 18.

Violent Crime Victims in Manchester Under 18 Years of Age, 2010²⁶

CRIME	VICTIMS
1 st and 2 nd Degree Assault	13
Aggravated Felonious Sexual Assaults	51
Sexual Assaults	66
Abuse	68
Robberies	11

Following the 2009 Greater Manchester Community Needs Assessment, violence was identified as a priority issue for the city to address in youth health improvement efforts. Moreover, when surveyed about acts of violence and other poor health outcomes, Manchester high school students reported the following:

Youth Risk Behavior Survey, Manchester High School Students, 2009¹⁰

ACTS OF VIOLENCE	RESPONSE
Percentage of students who were in a physical fight one or more times during the past 12 months	23.6%
Percentage of students who were hit, slapped, or physically hurt on purpose by their boyfriend or girlfriend during the past 12 months	8.2%
Percentage of students who have been bullied on school property in the past 12 months	16.9%

ELDER MALTREATMENT

Older adults may be victims of violent crimes. They may also be victims of physical or emotional abuse. Experts estimate that only one in six cases of elder maltreatment is reported.¹¹ The NH DHHS' Bureau of Elderly and Adult Services report the following:

Abuse for Adults 60 Years of Age and Older by Type, January 1, 2010 – December 31, 2010⁶⁰

	EMOTIONAL	EXPLOITATION	NEGLECT	PHYSICAL	SELF-NEGLECT	SEXUAL
Manchester	37	42	24	11	166	0
NH	232	252	197	89	986	2

It is believed that crimes against the aging are vastly underreported as many victims feel intense shame and do not know who to turn to for help. Those with ailing mental and physical health may not even be aware that they are being victimized, vastly decreasing the probability of reporting.

HOMELESS VICTIMIZATION

Domestic and sexual violence have been shown to be leading causes of homelessness nationally, especially for women. In Manchester, over 1,150 unduplicated homeless individuals of all ages are served annually by the Mobile Community Health Team Project (MCHT). In 2010, over 430 MCHT patients reported a history of abuse as a child and over 315 patients with an abuse history as an adult.⁶¹

Self-Reported History of Abuse Among Manchester's Homeless Served by the Mobile Community Health Team Project, 2010⁶¹

HOMELESS PATIENTS WHO REPORT	NUMBER	PERCENTAGE
History of Abuse as a Child	431	36%
History of Abuse as an Adult	316	26%

In addition, homeless youth often report prior experiences with violence. In one study among Crisis Shelter youth in New York, 41% reported witnessing acts of violence in their homes; including approximately 38% reporting physical abuse (of which 19% reported being beaten with an object), 19% reporting sexual abuse, and 6% reporting being raped.⁶² As of October 2010, the Manchester School District has identified over 600 youth as being "homeless" at some point during the previous year.

VICTIMIZATION AMONG THE MENTALLY ILL

In today's media reports about mental illness, there is a tendency to suggest a strong link between mental illness, violence and crime; however, multiple studies have shown that the majority of people who are violent do not suffer from mental illnesses. In fact, people with a mental illness are more likely to be the victims, rather than the perpetrators of violence.⁵⁸ The Canadian Mental Health Association reports that people with major mental illness are 2.5 times more likely to be the victims of violence than other members of society.⁵⁸

In 2006, the leading cause of hospitalization in Manchester was episodic mood disorders in adults aged 18 to 64 years.²⁵ Episodic mood disorders include admissions for alcoholism, suicidal ideation and depression, and other diagnoses which may be early symptoms of more chronic mental health conditions. Moreover, depressive disorders were the 5th leading cause of hospitalization for adults aged 18 to 29 years.²⁵

BIAS-MOTIVATED VIOLENCE

Bias-motivated violence, or otherwise known as "hate crime", is usually defined by state law as one that involves threats, harassment, or physical harm and is motivated by prejudice against someone's race, color, religion, ethnicity/national origin, sexual orientation, or physical or mental disability.⁵⁹ Not only is the individual who is personally touched by these offenses victimized, but the entire class of individuals residing in the community is affected.

Bias-Motivated Violence or Hate Crime Incidents in Manchester, 2008-2009⁵⁷

YEAR	NUMBER OF INCIDENTS PER BIAS MOTIVATION				
	RACE	RELIGION	SEXUAL ORIENTATION	ETHNICITY	DISABILITY
2009	2	0	0	1	0
2008	0	0	1	0	0

Manchester is fortunate to have significantly lower reports of hate crimes requiring a law enforcement response compared to other multiculturally-dense communities nationally; however, the City must remain vigilant in its efforts to prevent these incidents from ever occurring.



WE ALL PAY FOR THE COST OF VIOLENCE

The most comprehensive study of its kind, released in 2007, found that violence costs the United States \$70 billion annually.¹⁴

Sixty-eight percent of the costs from assaults and 63 percent of the costs from self-inflicted injuries were among males aged 15 to 44.¹⁴ Other findings from the study include:

- Most of the \$70 billion in costs associated with violence were from lost productivity (\$64.4 billion), with the remaining \$5.6 billion spent on medical care.¹⁴
- Americans suffer 2.2 million medically treated injuries due to interpersonal violence annually, at a cost of \$37 billion (\$33 billion in productivity losses, \$4 billion in medical treatment).¹⁴
- The cost of self-inflicted injuries (suicide and attempted suicide) is \$33 billion annually (\$32 billion in productivity losses, \$1 billion in medical costs).¹⁴
- People aged 15 to 44 years comprise 44 percent of the population, but account for nearly 75 percent of injuries and 83 percent of costs due to interpersonal violence.¹⁴
- The nearly 17,000 annual homicides result in \$22.1 billion in costs. The average cost per homicide was \$1.3 million in lost productivity and \$4,906 in medical costs.¹⁴
- The average cost per case for a non-fatal assault was \$57,209 in lost productivity and \$24,353 in medical costs.¹⁴
- The average cost per case of suicide is \$1 million in lost productivity and \$2,596 in medical costs. The average cost for a non-fatal self inflicted injury was \$9,726 in lost productivity and \$7,234 in medical costs.¹⁴

EXPOSURE TO VIOLENCE – SECONDARY & TERTIARY VICTIMIZATION

As mentioned previously, it is impossible to measure the level of exposure to violence and its impact simply by looking at crime data. Exposure to all forms of violence impacts the lives of residents. One does not need to be the physical victim of a crime to be affected by the presence of violence in their neighborhood or in the world of media around them. Violence often inundates our lives in ways we do not even comprehend at the moment it occurs. It can affect us in our homes, our neighborhoods and communities, and on a much broader societal level.

INDIVIDUAL/RELATIONSHIP

According to the 2009 National Survey of Children's Exposure to Violence, more than 60% of children from birth to 17 years of age in the United States were either directly or indirectly victimized within a one-year period. More than 1 in 4 children (25.3%) witnessed an act of violence within the same one-year period, and 38% witnessed an act of violence sometime during their lifetime.²⁷ The negative impacts of exposure to violence, especially when compounded by instability and uncertainty in the absence of a strong attachment to a caregiver, begin to multiply and can affect every area of a child's functioning. Cognitive, attention, and emotional resources that are normally devoted to the developmental process are applied instead to coping and survival strategies.²⁸ In the home, the persistent and pervasive presence of domestic violence can threaten a child's safety and impair normal development.²⁹ Exposure to domestic violence causes tension and anxiety, raising blood cortisol, adrenocorticotrophic hormone – a hormone contributing to many body processes, including digestion, the immune system, mood and emotions, sexuality, and energy storage and expenditure – and epinephrine levels.^{30,31,32,33} Under ongoing stress, nerve cells adapt to meet the need for hyper-vigilance or dissociation.³⁴ These physiological changes are linked to unhealthy behaviors such as smoking, drinking, illicit drug use, high-risk sexuality, and eating disorders.^{35,36,37,38,39} These behaviors increase the risk of injury and chronic disease. The Adverse Childhood Experiences Study (ACES) showed a strong association between exposure to childhood stress, including domestic violence, and early death.⁴⁰ In addition to developing stress-related problems, children exposed to domestic violence are at greater risk of becoming the target of the physical and/or sexual abuse taking place in their homes.^{41,42,43} As a result of living in constant fear, households with domestic violence may fail to provide opportunities to develop a basic sense of trust and security that is the foundation of healthy emotional development. It is estimated that one-third of abused women experience post-traumatic stress disorder, low self-esteem, depression, and anxiety.⁴⁴

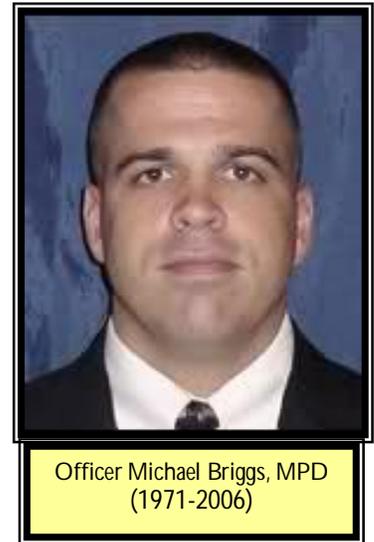
The Adverse Childhood Experiences Study (ACES) showed a strong association between exposure to childhood stress, including domestic violence, and early death.

COMMUNITY

Violence can happen anywhere. Community violence can be defined as exposure to acts of interpersonal violence committed by individuals who are not intimately related to the victim. Some of the acts that fall under the community violence umbrella include sexual assault, burglary, use of weapons, muggings, the sounds of bullet shots, as well as social disorder issues such as the presence of teen gangs, drugs, and racial divisions.⁴⁵ Nineteen percent of U.S. children under the age of 18 witnessed an assault in their community during a one-year period.²⁷ Community violence is so pervasive, especially in lower-income urban areas, that according to the results of studies of American children and adolescents, more than 33% reported being the direct victim of violence and over 75% of

children reported having been exposed to community violence.^{46,47} Within their own peer group, the 2009 Youth Risk Behavior Survey reported that nearly 25% of Manchester's youth have been involved in a physical fight at least once in the last 12 months.¹⁰ It is logical to assume then that a very high percentage of the other 75% of youth have witnessed these physical fights, and are therefore, victimized by it as well. This regular exposure to fighting may lead younger youth to associate these actions as an appropriate method of conflict resolution, causing a potential desensitization to the reality of violence and injury. One of the most troubling aspects of this topic is that generally, parents report that their children are exposed to about half of the violence that the children themselves report.⁴⁸

A growing body of science is consistently linking violence (the experience with and/or fear of) with risk for and incidence of a range of serious physical health problems.^{34,35,37} The effects of violence on health are a consequence of the physical, biological, environmental, social, behavioral, and emotional changes that violence imposes on all of us.^{30,31,33,37} While it has been long understood that violence has implications for emotional and physical injury, it is only relatively recently that we are beginning to recognize the longer-term effects that reap an extensive toll on the broader health status of individuals, families and communities. These health consequences include asthma, significant alteration of healthy eating and activity, heart disease and hypertension, ulcers and gastrointestinal disorders, diabetes, neurological and musculoskeletal diseases, and lung disease.²⁰ For example, patients who had been previously exposed to violence had nearly twice the rate of subsequent hospitalizations or emergency care visits for asthma compared to asthmatics who had not experienced violence exposure. Younger adults are more likely to be exposed to violence and more likely to have an ED visit. These effects can likely be linked to chronic psychosocial stress which is known to impact asthma outcomes, compounded by the concentrated disadvantages of living in poverty which include limited access to health care and social services, and increased exposure to environmental toxins and pollution.⁴⁹



Officer Michael Briggs, MPD
(1971-2006)



Melissa "Missy" Cantin Charbonneau
(1980 - 2009)

The impact of violence in our community cannot be determined strictly by the frequency or infrequency of its occurrence. On paper, a single homicide can look like a small and even promising number, especially in a community of Manchester's size. However, even a single homicide greatly impacts a community. Officer Michael Briggs and Melissa "Missy" Cantin Charbonneau, murdered in 2006 and 2009 respectively, have continued to serve as examples of the long-lasting and far-reaching effects of homicide in Manchester. Their memories live on, not only in the hearts of their families, but in the thoughts of residents. These tragedies are still remembered on a daily basis, often for the impact they continue to have on each and every one of us.

Our exposure to violence can not be easily quantified through simple statistics. It is an emotional and physical response, often long term, to the acts taking place or reported through the media. How we choose to react to violence and the efforts we put forth to prevent its presence in Manchester will be the lasting measure of our legacy.

SOCIETAL

We are witnesses to violence everyday, often in ways we do not even consider exposure. Mass media plays a central role in people's lives.⁵⁰ In the new age of 24-hour access to news and media outlets, reports and information about violence are received in real-time. Whether it is a local story about the death of an unidentified child or television footage preparing us for the 10th Anniversary of the 9/11 Terrorist Attacks, the images and details are available almost instantaneously and repeatedly across many forms of media. According to the Headington Institute, this constant awareness of ongoing violence can lead to vicarious traumatization, a type of trauma often experienced by humanitarian and clinical workers. Vicarious trauma is a process that unfolds over time, the cumulative effect of exposure to survivors of violence or people who are struggling. It is what happens over time as we witness cruelty and loss and hear distressing stories, on an ongoing basis.^{51,52} The effects can manifest in one's physical health – illness, pains, trouble sleeping; emotional health – withdrawing from others or being irritable; and/or mental health – depression or anxiety.^{52,53}

Research has associated exposure to media violence with aggressive and violent behavior, bullying, de-sensitization to violence, fear, depression, nightmares, and sleep disturbances.

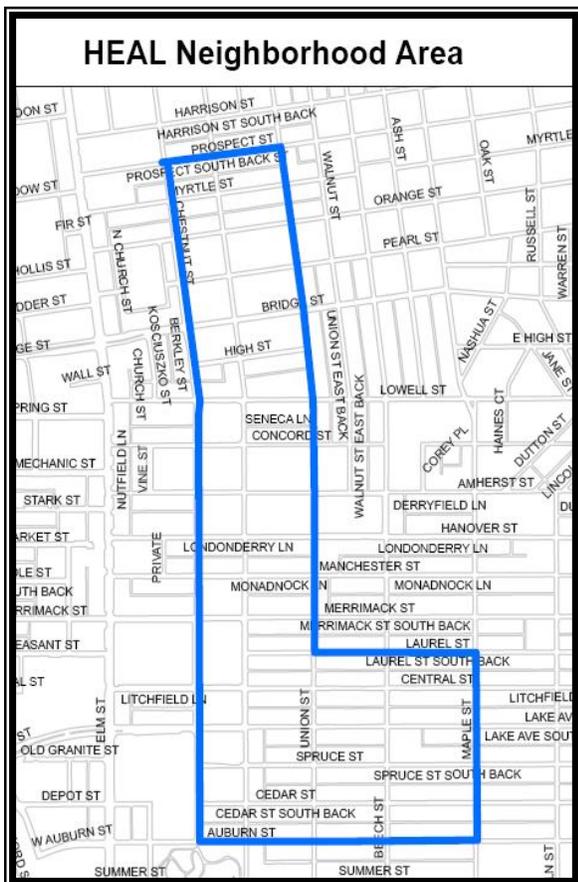
Violence in other forms of media has a direct impact on the community as well, often from a very young age. The media that children use and create are integral to their growing sense of self, of the world, and of how they should interact with it. Research has associated exposure to media violence with a variety of physical and mental health problems for children and adolescents, including aggressive and violent behavior, bullying, de-sensitization to violence, fear, depression, nightmares, and sleep disturbances.⁹ The strength of the association between media violence and aggressive behavior found in meta-analyses is greater than the association between calcium intake and bone mass, lead ingestion and lower IQ, and condom nonuse and sexually acquired HIV infection, and is nearly as strong as the association between cigarette smoking and lung cancer – associations that clinicians accept and on which preventive medicine is based without question.⁹

PERCEPTION OF NEIGHBORHOOD SAFETY

A resident's perception of safety is as important, if not more so, than any existing data about actual rates of crime and disorder. Perception of safety is the driving force behind decisions residents make everyday.⁷ Perception is not based on crime data or actual statistics. Rather, it is based on the physical and social characteristics of the neighborhood. Perceptions can be impacted by a number of factors including past personal experiences with violence, visual indicators such as graffiti and vandalism, and constant inundation of information by media outlets. News attention to specific issues may distort public perceptions and change behavior in adverse ways. Researchers found that the



Graffiti in the HEAL Neighborhoods, 2010



three neighborhoods on the East Side of Manchester. This survey focused on the walkability of their neighborhood area, overall health status and health behavior and neighborhood and personal safety concerns. Residents had an opportunity to voice their concerns and more importantly, how they thought issues could be addressed.

public's concern regarding crime has increased, despite little change in the frequency of criminal activity, due in large part to the high doses of crime coverage they receive from the media.⁵⁰

The effects of these perceptions can be significant and long-lasting. Residents may choose to avoid outdoor activities within their neighborhood if they feel that the area is unsafe or only shop at local corner stores with little access to fresh, healthy foods to avoid traveling far from home. Researchers have demonstrated a consistent link between self-reported perceptions of one's neighborhood and physical and mental health. In a sample of residents living in Baltimore, Maryland, researchers found that individuals who perceived that their neighborhood had more severe problems (e.g. physical, social, and criminal problems) were more likely to experience higher levels of stress and depression.⁵⁴

In the summer of 2010, the Manchester Health Department's Healthy Eating Active Living (HEAL) Innovation Fund Project administered surveys in

A total of 150 residents completed surveys at neighborhood block parties and other community events, and through door-to-door visits. Nearly 20% of respondents stated that they do not feel comfortable calling police to report suspicious activity or criminal behavior in their neighborhood. This response speaks to issues greater than those with law enforcement. It implies a potential fear for retaliation from neighbors, concern about personal safety, and the welfare of one's family. While 87% of residents stated they feel safe walking in their neighborhoods during the day, only 45% of residents responded that they feel safe walking in their neighborhood at night. Feeling a sense of ownership and control over one's neighborhood increases the outer perception of the area as a place that is cared for and maintained by its residents.^{7,8} Additional information is available in the recommendations for the Residents and Neighborhood Improvements Sector.

DEVELOPMENT OF A VIOLENCE PREVENTION PLAN

“Violence is not the problem of one neighborhood or group, and the response and solutions are not the responsibility of one sector of the community or of one agency, professional group or business. Coming together and owning this problem and solutions are central.”

- Dr. Deborah Prothrow-Stith, Harvard School of Public Health

The City of Manchester, NH is the largest urban area north of Boston, with a total estimated population of 109,000 residents.¹⁸ Like many other cities in the nation, violence is experienced by all city residents, though it manifests itself in a variety of ways. Violence takes on multiple faces, including child and elder abuse, intimate partner violence, date rape and sexual assault, suicide, youth and community violence, and hate-based violence.¹

Given the complexity and range of issues, policies, and systems that promote or prevent violence, an action plan is required to coordinate, support, and strengthen existing efforts and guide the development of new strategies that should be employed to create a comprehensive initiative within Manchester. By strengthening community assets and reducing the risk factors for violence, the Manchester Blueprint for Violence Prevention can help protect all community members from experiencing the many forms of violence that exist. Since the cost of delay is too high in terms of potential risk, pain, suffering, and premature death, a community Blueprint should be focused on addressing the factors of violence before it occurs.

There are three overarching goals for Manchester’s Blueprint for Violence Prevention:

- Increase community understanding and knowledge about the impact that violence has on Manchester residents.
- Define violence as a community problem that requires a coordinated community response. To achieve a coordinated community response, it will be essential to foster and strengthen violence prevention leadership in the city, enhance the understanding of effective violence *prevention* approaches, programs, and policies, increase accountability for the development of violence prevention efforts among key stakeholders, and increase the coordination of violence prevention efforts.
- Decrease the presence of risk factors that contribute to violence, and increase the presence of resilience factors at the individual, family, and community levels that are protective against violence. These efforts will ultimately lead to a decrease in all forms of violence throughout the city over time.

COMMUNITY MEETING FOR VIOLENCE PREVENTION

In April of 2010, the Manchester W&S Strategy convened the “Community Meeting for Violence Prevention”. An invitation was offered to all Manchester organizations, agencies, city and state departments, and residents to provide a forum for facilitated brainstorming and “outside of the box” thinking around community responsibility for preventing violence and increasing quality of life for all Manchester residents. Over 100 participants gathered with Mayor Theodore Gatsas, Chief of Police David Mara, and Superintendent of Schools Dr. Thomas Brennan, who shared their experiences with violence in the city and pledged to collaborate with one another, city residents and organizations to prevent and decrease violence.

All participants were asked to self-identify their sector of work/interest among four choices – *Businesses & Worksites, Schools & Youth, Neighborhoods & Residents, and Health Care & Social Services.*

Sector facilitators led a discussion to answer the following key questions:



“Community Meeting for Violence Prevention”,
MPAL/Officer Briggs Community Center, April 2010

- What is the role of your sector in preventing violence in the community?
- Provide at least three recommendations for your sector to create an improved community response to prevent violence.

Following the Community Meeting, Sector responses were analyzed and organized by five overarching theme areas that serve as the main objectives to frame the identified violence prevention recommendations.

OBJECTIVE #1: *Improve Economic Stability within the City to Reduce the Risk of Violence Among Individuals, Families and the Community-At-Large*

OBJECTIVE #2: *Enhance Coordination, Communication, and Partnership Among All Stakeholders to Develop a Comprehensive Response for Violence Prevention within the City*

OBJECTIVE #3: *Create Opportunities for Community Education, Skill Building, and Enhanced Access to Prevention Services to Foster Resilience Factors that Protect Against Violence*

OBJECTIVE #4: *Develop Programs and Services that Engage and Empower Youth for Violence Prevention Efforts*

OBJECTIVE #5: *Employ a Neighborhood Focus to Cultivate Initiatives for Violence Prevention that Strengthen Neighborhood Assets*

Potential recommendations that can be implemented within the community by each Sector were identified to support the Objectives. In addition to the original four Sectors, a Sector for Government & Policymakers was identified for the purpose of this Blueprint to address the higher level, citywide initiatives that were recommended during this meeting, and the Schools & Youth Sector was modified to Educators & Youth-Serving Organizations to include vital education-based approaches that are not the sole responsibility of primary school educators and that are targeted for adult learners as well.

For each recommendation, action items are provided with an explanation of why it is important and how it can be accomplished within Manchester. Some recommendations also include local promising practices. These are community resources that currently exist in Manchester that relate to the recommendations. **This is by no means intended to be an exhaustive list of Manchester's resources and it should not be assumed that other promising practices do not exist within our community.** Lastly, when available, each recommendation includes an example of a model or evidence-based program/service and other available resources to assist with the implementation of the recommendation.

NOTE:

This document will be available online at:

<http://www.manchesternh.gov/website/Departments/Health/Services/NeighborhoodHealth/tabid/748/Default.aspx>

All links and information will be maintained by the W&S Strategy at the Manchester Health Department.

RECOMMENDATIONS FOR EDUCATORS & YOUTH SERVING ORGANIZATIONS



Manchester Violence Prevention Teens (MVP Teens) at the NH Stop the Bullying Summit, April 2011

RECOMMENDATIONS:

- ENSURE JOB READINESS AND EMPLOYABILITY
- CREATE OPPORTUNITIES FOR COMMUNITY INVOLVEMENT
- RECOGNIZE LITERACY AS A TOOL FOR SUCCESS
- DEVELOP VIOLENCE PREVENTION PLANS AND POLICIES
- CREATE AN INFRASTRUCTURE FOR "ACTIVE HAND-OFFS"
- ESTABLISH AND ENFORCE BULLYING PREVENTION EFFORTS
- ADDRESS MECHANISMS OF NON-TRADITIONAL EXPOSURE TO VIOLENCE
- ENCOURAGE LIFELONG LEARNING

EDUCATORS & YOUTH-SERVING ORGANIZATIONS

o ENSURE JOB READINESS AND EMPLOYABILITY

Educational programming must be designed to recognize that not all students will go on to seek a secondary degree, and therefore, students must be prepared to enter the job market. Integrate professional skill development into classroom exercises and lesson plans to prepare youth for both potential higher learning and seeking future employment.

- **LOCAL PROMISING PRACTICE:**

Granite State Independent Living's Earn and Learn Program provides Extending Learning Opportunities (ELO) that combine soft skills training and education with on-the-job training for at-risk high school students with disabilities. They endeavor to re-engage students with the relevance of education to their adult lives and assist them in obtaining academic credits outside of traditional school walls. Students are matched with professions in which they have an interest and learn more about the skills and education required to be successful in that field. Classroom skill training includes resume building, mock interviews, appropriate worksite behavior, and professionalism.

- **MODEL PROGRAMS AND RESOURCES:**

Soft Skills Training for Job Readiness – Welfare Information Network
<http://76.12.61.196/publications/softskillsresource.htm>

o CREATE OPPORTUNITIES FOR COMMUNITY INVOLVEMENT

Encourage youth to take an active role in their communities and neighborhoods in the form of senior-youth mentorship, community service hours, and neighborhood revitalization projects. Consider instituting a graduation requirement of community service hours in the Manchester School District.

- **MODEL PROGRAMS AND RESOURCES:**

Creativity, Action, Service (CAS) is a high school graduation requirement at Bedford High School (Bedford, NH) that values the importance of life outside the world of scholarship, providing a counterbalance to the academic demands of the curriculum. Participation in CAS encourages students to share their energies and special talents while developing awareness, concern, and the ability to work cooperatively with others.
<http://www.bedfordhighschool.org>

o RECOGNIZE LITERACY AS A TOOL FOR SUCCESS

Increase literacy rates among youth and adults by expanding the common idea of literacy from purely the ability to read and write to the ability to comprehend what one is reading and react to the material accordingly. Literacy rates affect economic stability in all communities. It is estimated that 43% of individuals living in poverty have low literacy. Furthermore, literacy is a critical risk factor for the risk of perpetration of violence with an estimated 70% of prisoners in state and federal systems classified as illiterate, and an estimated 85% of all juvenile offenders are functionally or marginally illiterate.¹⁹

- **MODEL PROGRAMS AND RESOURCES:**

National Institute for Literacy
<http://lincs.ed.gov>

o **DEVELOP VIOLENCE PREVENTION PLANS AND POLICIES**

Create safe and caring environments with policies and procedures that are age-appropriate and are consistently applied. Focus on the safety of youth and staff. Research and develop early intervention plans.

• **LOCAL PROMISING PRACTICE:**

Manchester School District's Student Code of Conduct, which was established in June 2010 by the Manchester School District Board of School Committee, supports the belief that safe school environments are necessary for students to learn and achieve, as well as for staff to support student learning. The Board of School Committee expects student conduct to contribute to a safe and productive learning environment that is of benefit to the entire community. The new Code of Conduct includes Safety and Emergency Policies, such as the Student Safety and Violence Prevention Policy (Anti-Bullying).

http://www.manchesternh.gov/website/LinkClick.aspx?fileticket=d7PrJEJ_Nfw%3d&tabid=2838&mid=6876

• **MODEL PROGRAMS AND RESOURCES:**

U.S. Secret Service and the U.S. Department of Education – Threat Assessment in Schools: A guide to managing threatening situations and to creating safe school climates

http://www.secretservice.gov/ntac/ssi_guide.pdf

o **CREATE AN INFRASTRUCTURE FOR “ACTIVE HAND-OFFS”**

Develop intervention plans and case management protocols to reduce the number of families and students who “fall through the cracks”. Increase collaboration between agencies to communicate and advocate for the needs of the families being served. Families should be involved in the referral process to encourage a feeling of ownership over their own needs and to increase their faith in the new service provider. Facilitating an active referral process for each family will increase the likelihood of follow-up by the family.

• **LOCAL PROMISING PRACTICE:**

Wraparound for Youth Resiliency (WYR), hosted by City of Manchester Office of Youth Services, is a multifaceted approach to juvenile delinquency creating collaborations between OYS, families, the School District, Police Department, Department of Health and Human Services Juvenile Justice Bureau, and other community service agencies.

<http://www.manchesternh.gov/youth>

• **MODEL PROGRAMS AND RESOURCES:**

Striving to Reduce Youth Violence Everywhere (STRYVE): Sectors Connect to Prevent Youth Violence in Boston, MA

http://www.safeyouth.gov/TakeAction/Pages/CommunitiesinAction_boston.aspx

o **ESTABLISH AND ENFORCE BULLYING PREVENTION EFFORTS**

Develop and implement bullying awareness, education, and prevention information and programming for parents and students. Materials should be distributed through schools, after-school programs, and other community settings, such as grocery stores and parks.

• **MODEL PROGRAMS AND RESOURCES:**

Find Youth Info – Bullying

http://www.findyouthinfo.gov/topic_bullying.shtml

Best Practices in Bullying Prevention

<http://www.stopbullyingnow.hrsa.gov/adults/tip-sheets/tip-sheet-23.aspx>

o **ADDRESS MECHANISMS OF NON-TRADITIONAL EXPOSURE TO VIOLENCE**

Focus on media literacy as a means to address the violence in the lives of youth and how it will affect their perceptions of violence in the community. Provide skills to assist in the navigation of media and how to critically assess the information received via multiple electronic methods.

• **LOCAL PROMISING PRACTICE:**

Media Power Youth creates and implements evidence-based programs for parents, professionals, and youth to understand media's role in influencing behavior, helping children and families use media in responsible, healthy ways. MPY helps youth understand the power of media and how to use and produce media to promote healthy decision-making.

<http://www.mediapoweryouth.org/>

• **MODEL PROGRAMS AND RESOURCES:**

Electronic Media and Youth Violence: A CDC Issue Brief for Educators and Caregivers

www.cdc.gov/violenceprevention/pdf/EA-brief-a.pdf

Center of Media and Child Health at Children's Hospital Boston

<http://www.cmch.tv/>

o **ENCOURAGE LIFELONG LEARNING**

Increase community connections by encouraging local community colleges, universities, and various agencies to offer no-cost or low-cost classes for adults from many backgrounds. In addition, consider offering existing educational opportunities directly within neighborhoods to increase the accessibility of higher education and training for those with challenges related to transportation and childcare.

• **LOCAL PROMISING PRACTICE:**

Granite State College's Osher Lifelong Learning Institute is a nonprofit, membership organization that offers noncredit courses, trips and social activities to adults in New Hampshire.

<http://olli.granite.edu/>

• **MODEL PROGRAMS AND RESOURCES:**

NYC's Learning Annex

<http://www.learningannex.com>

RECOMMENDATIONS FOR BUSINESSES & WORKSITES



Aerial View of Downtown, Manchester, NH

RECOMMENDATIONS:

- PROVIDE ADDITIONAL ON-THE-JOB SKILLS TRAINING
- DEVELOP WORKPLACE VIOLENCE PREPAREDNESS PLANS
- INCREASE OPPORTUNITIES FOR JOB DEVELOPMENT SKILLS AND MENTORING FOR YOUTH
- OFFER EMPLOYEE ASSISTANCE PROGRAMS
- FOSTER MENTORSHIP RELATIONSHIPS AMONG BUSINESSES
- ADOPT CPTED PRINCIPLES AND CREATE VIOLENCE PREVENTION PLANS
- BE INVOLVED AND INVESTED IN THE NEIGHBORHOOD

BUSINESSES & WORKSITES

○ PROVIDE ADDITIONAL ON-THE-JOB SKILLS TRAINING

With an aging workforce and the current economic climate, the system is demanding an adequately trained workforce to fill limited job positions. Develop on-site training programs to assist with cross-training and skill development for all new employees. It would be very beneficial for worksites to develop mentorship and/or traineeship programs for both youth and adults who may be cross-training into new career fields. Cross-training staff members to fill multiple roles within a business or organization have both a financial and resource benefit in the event that another employee is unable to fulfill their role.

- **LOCAL PROMISING PRACTICE:**

The Office of Workforce Opportunity's NH Works System, which is funded through the Workforce Investment Act, promotes life-long learning by partnering with businesses, agencies, and organizations to bring the state's education, employment, and training programs together into a workforce development system that will provide the means for residents of New Hampshire to gain sufficient skills, education, employment, and financial independence.

<http://nhworks.org/>

- **MODEL PROGRAMS AND RESOURCES:**

VETS/Job Corps

<http://www.jobcorps.gov/vets.aspx>

○ DEVELOP WORKPLACE VIOLENCE PREPAREDNESS PLANS

Encourage businesses to actively educate employees on the effects of workplace violence. Establish plans for potential situations that could place employees in danger.

- **MODEL PROGRAMS AND RESOURCES:**

Department of Labor, OSHA: Elements of a Workplace Violence Prevention Program

www.osha.gov/workplace_violence/wrkplaceViolence.PartIII.html

National Institute for Occupational Safety & Health: Violence in the Workplace, Prevention, & Strategies

<http://www.cdc.gov/niosh/violrisk.html>

○ INCREASE OPPORTUNITIES FOR JOB DEVELOPMENT SKILLS AND MENTORING FOR YOUTH

Recognize the value in employing the city's youth and increasing their investment in the community. Provide youth with opportunities to earn and value their employability. Employing the young people of Manchester will directly impact their future career possibilities and foster self-sufficiency. In the summer of 2009, San Diego's Hire-A-Youth Program employed 3,000 youth, and subsequently, was cited as one of the major reasons behind a reduction in gang-related violence, which decreased by 17%.¹⁷

- **MODEL PROGRAMS AND RESOURCES:**

San Diego Hire-A-Youth Program (also referenced in the UNITY through Violence Prevention Report)

http://www.sandiegatwork.com/generate/html/Youth/Hire-A-Youth_2009.html

o **OFFER EMPLOYEE ASSISTANCE PROGRAMS**

Invest in programs and services for violence prevention and safety, and mental and physical health. Providing access to these confidential services will encourage employees to recognize the importance of personal well-being. To reduce the stigma associated with Employee Assistance Programs, develop complementary worksite wellness programs that offer a wide variety of educational/skill-building opportunities for all employees, such as stress reduction, health education consultations, and wellness events. Ensure that these services are not primarily focused on high-risk staff. Encouraging staff members to cope with stress and daily life in a healthy and positive manner will improve employee health and wellbeing, which will in turn result in a decrease in health care costs, absenteeism and workers' compensation claims, and an increase in worker productivity.

- **LOCAL PROMISING PRACTICES:**

Public Service of New Hampshire is recognized as a state leader in employee wellness programs and assistance services.

<http://www.psnh.com>

City of Manchester Worksite Wellness Resource Kit is a compilation of tools and resources for local businesses to assist them with the implementation of comprehensive wellness programming and the establishment of a work environment that values health and wellbeing for all employees.

<http://www.manchesternh.gov/website/Departments/Health/HealthAZ/WorksiteWellness/tabid/356/Default.aspx>

- **MODEL PROGRAMS AND RESOURCES:**

Employee Assistance Programs for a New Generation of Employees

<http://www.dol.gov/odep/documents/employeeassistance.pdf>

o **FOSTER MENTORSHIP RELATIONSHIPS AMONG BUSINESSES**

Encourage the Chamber of Commerce to develop a Call to Action for large businesses to mentor and foster relationships with small businesses. Prioritize neighborhood investments that revitalize all neighborhoods, throughout the city, not just the downtown area.

- **MODEL PROGRAMS AND RESOURCES:**

Bloomberg Business Week: Why You Need a Mentor

http://www.businessweek.com/magazine/content/07_09/b4023456.htm

o **ADOPT CPTED PRINCIPLES AND CREATE VIOLENCE PREVENTION PLANS**

Implement Crime Prevention Through Environmental Design (CPTED) best practices to create a safer environment for employees and patrons. Coordinate with the Manchester Police Department's Crime Prevention Officer for safety checks. Create violence prevention plans around different forms of violence that may occur in a business setting, such as domestic violence, etc.

- **MODEL PROGRAMS AND RESOURCES:**

Department of Labor, OSHA: Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments

www.osha.gov/Publications/osha3153.pdf

Design Centre for CPTED

www.designcentreforcpted.org/Pages/Principles.html

o **BE INVOLVED AND INVESTED IN THE NEIGHBORHOOD**

Take an active interest in the neighborhood around businesses to increase foot traffic and patronage. Report any acts of vandalism or graffiti to the proper channels to encourage prompt removal. Sponsor neighborhood clean-ups and activities.

• **LOCAL PROMISING PRACTICE:**

The Manchester Carrotmob provides a venue where businesses compete to be more socially responsible, such as proposing to invest in energy efficient refrigeration equipment or providing locally grown produce for their customers. Proceeds to support these efforts are gained by the business owner pledging a certain percentage of their business earnings to support the change. Customers can support these efforts by making purchases at these local businesses.

<http://carrotmob.org/about>

RECOMMENDATIONS FOR HEALTHCARE & SOCIAL SERVICE PROVIDERS



Cover Picture from the Greater Manchester Community Needs Assessment 2009

RECOMMENDATIONS:

- EXPAND ACCESS TO HEALTHCARE AND SOCIAL SERVICES
- INTEGRATE BEHAVIORAL HEALTH INTO PRIMARY CARE
- ENGAGE PARENTS AS KEY STAKEHOLDERS TO YOUTH VIOLENCE PREVENTION
- DEVELOP INFORMATION SYSTEMS TO IMPROVE EFFICIENCY AND RESPONSE
- STANDARDIZE THE USE OF SCREENING TOOLS TO ASSESS EXPOSURE TO VIOLENCE
- ENGAGE RESIDENT LEADERS IN THE DISSEMINATION OF INFORMATION
- ENCOURAGE YOUTH-DRIVEN SOLUTIONS
- DIRECTLY ENGAGE NEIGHBORHOOD RESIDENTS IN IDENTIFYING COMMUNITY ISSUES, DEVELOPING AND IMPLEMENTING SOLUTIONS, AND EVALUATING PROGRESS
- SUPPORT THE DEVELOPMENT OF LEADERSHIP TRAINING
- EVALUATE THE AVAILABILITY OF JOB SKILLS TRAINING IN THE COMMUNITY-AT-LARGE
- DEVELOP AND PROVIDE EDUCATIONAL OPPORTUNITIES RELATED TO VIOLENCE PREVENTION FOR RESIDENTS AND COMMUNITY PARTNERS

HEALTHCARE & SOCIAL SERVICES

o **EXPAND ACCESS TO HEALTHCARE AND SOCIAL SERVICES**

Provide services outside of the traditional healthcare setting to residents where they are needed most, and ensure access and affordability of services to all residents, regardless of income. Consider expanding hours and traveling clinics or satellite office sites to avoid missed work hours for residents to seek assistance with medical or social service needs. Lack of access to healthcare and services is the largest barrier for most city residents when addressing medical needs. Considering non-traditional methods to provide services can reduce the barriers to access and foster a new focus on healthy behaviors within the community.

- **LOCAL PROMISING PRACTICE:**

The Oral Health Subcommittee, part of the Manchester Sustainable Access Program, is working in collaboration with the City of Manchester Health Department, Easter Seals New Hampshire, Inc., Catholic Medical Center and the Manchester School District to bring dental care to children-in-need attending Manchester elementary and middle schools. Oral Health Care is provided on the dental van at the school by experienced dentists, dental hygienists and dental assistants. In addition to school-based oral health care, children are then referred to a community dental center for on-going care.

o **INTEGRATE BEHAVIORAL HEALTH INTO PRIMARY CARE**

Encourage primary care and family practice facilities to employ behavioral specialists to increase access to mental health care. Recognizing that many residents in need of mental health care do not seek out services or are unable due to long waiting lists and a lack of services, housing behavioral health care with primary care increases the likelihood of accessing services.

- **LOCAL PROMISING PRACTICE:**

The Behavioral Health Integration Project is a pilot program to co-locate behavioral health specialists within the primary care practices of the Manchester Community Health Center, Child Health Services, and the West Side Neighborhood Health Clinic.

- **MODEL PROGRAMS AND RESOURCES:**

Center for Integrated Health Solutions

http://www.thenationalcouncil.org/cs/center_for_integrated_health_solutions

Milbank Memorial Fund, “Evolving Models of Behavioral Health Integration in Primary Care”

<http://www.integratedprimarycare.com/Milbank%20Integrated%20Care%20Report.pdf>

o **ENGAGE PARENTS AS KEY STAKEHOLDERS TO YOUTH VIOLENCE PREVENTION**

Involve parents in honest and frank discussions around youth violence, the effects of family violence on their futures, and ways to reduce their children's exposure to violence, in general. Consider non-traditional methods of disseminating information to parents who may be hard to reach through typical methods.

- **MODEL PROGRAMS AND RESOURCES:**

National Institute of Justice Journal – Youth Violence: Do Parents and Families Make A Difference?

www.ncjrs.gov/pdffiles1/jr000243f.pdf

o **DEVELOP INFORMATION SYSTEMS TO IMPROVE EFFICIENCY AND RESPONSE**

Develop systems to ensure a wraparound approach to services. Encourage the open flow of communication, as allowed, between service providers to ensure families and service users have followed up on recommendations, mandates, and services. Provide additional guidance to families when necessary. Coordinate with other agencies and practices to provide the most collaborative range of services possible for each and every resident.

• **LOCAL PROMISING PRACTICE:**

YouthReach is a youth outreach program coordinated through the City of Manchester Office of Youth Services. Outreach workers build relationships with at-risk and high-risk youth and ensure they have access to any necessary services. This has proven to be a successful program due in part to the presence of these workers in local parks, malls, basketball courts, school sporting events and Saturday Teen Night.

<http://www.manchesternh.gov/youth>

o **STANDARDIZE THE USE OF SCREENING TOOLS TO ASSESS EXPOSURE TO VIOLENCE**

Implement screening tools for violence to include additional training regarding appropriate response methods to the screening results and service-user follow-up for additional services. Adapt current domestic violence screening tools to include other forms of violence. Ensure proper handling of sensitive issues by increasing awareness of what to do before, during, and after the screening.

• **MODEL PROGRAMS AND RESOURCES:**

The American Congress of Obstetricians and Gynecologists: Screening Tools – Domestic Violence

www.acog.org/departments/dept_notice.cfm?recno=17&bulletin=585

American Academy of Pediatrics (AAP) – Connected Kids: Safe, Strong, Secure

www.aap.org/ConnectedKids

o **ENGAGE RESIDENT LEADERS IN THE DISSEMINATION OF INFORMATION**

Improve communication among key community stakeholders, including residents and immigrant community leaders. Increase promotion of services and resources; provide community information about services to minimize and eliminate misconceptions and stigmas around using “the system”, i.e. reporting child abuse and neglect, accessing public assistance, etc.

• **LOCAL PROMISING PRACTICES:**

Manchester’s Neighborhood Watch Groups are an excellent way to reach residents and share information. For more information about starting or joining a Watch Group, contact the Manchester Police Department’s Community Policing Division.

• **MODEL PROGRAMS AND RESOURCES:**

Community Advocates – Milwaukee, WI

<http://communityadvocates.net/>

Boston University Prevention Research Center – Resident Health Advocates Program

<http://www.bu.edu/research/spotlight/magazine/06/community/housing.html>

o **ENCOURAGE YOUTH-DRIVEN SOLUTIONS**

Engage youth directly in formulating a response to violence prevention. Encourage youth to identify the hardships and conflicts within their own peer groups and incorporate them into the discussions around addressing these needs. Taking an active role in both the identifying and problem-solving processes increases the likelihood that youth will not only engage in the solutions, but will also feel like a resource to their community.

• **LOCAL PROMISING PRACTICE:**

The Manchester W&S Strategy's Manchester Violence Prevention Teens (MVP Teens) is a youth-driven council that provides the community with a youth perspective on the effects of violence and promotes violence prevention education in order to create a safer community.

• **MODEL PROGRAMS AND RESOURCES:**

Harvard Youth Violence Prevention Center
<http://www.hsph.harvard.edu/hyypc/>

Violence Intervention and Prevention (VIP)

<http://www.bphc.org/programs/cafh/violenceprevention/violenceinterventionandprevention/Pages/Home.aspx>

<http://sph.bu.edu/insider/index.php/Recent-News/it-takes-a-village-to-prevent-youth-violence.html>

o **DIRECTLY ENGAGE NEIGHBORHOOD RESIDENTS IN IDENTIFYING COMMUNITY ISSUES, DEVELOPING AND IMPLEMENTING SOLUTIONS AND EVALUATING PROGRESS**

More often than not, residents are asked to identify community concerns, but are not engaged in the solutions. Programs and services should be designed by proactively gaining feedback from residents about neighborhood needs and concerns, and most importantly, how to address these issues.

• **LOCAL PROMISING PRACTICE:**

The Manchester Health Department's Healthy Eating Active Living (HEAL) Innovation Fund Project is a community-based program focused on improving neighborhood walkability and livability and the availability of healthy, affordable foods within three Manchester neighborhoods.

<http://healnh.org/StatewideInitiative/LocalNews/Manchester.pdf>

• **MODEL PROGRAMS AND RESOURCES:**

Convergence Partnership: Violence Prevention and HEAL Community Sites

http://www.convergencepartnership.org/site/c.fhLOK6PELmF/b.6136269/k.730F/Violence_Prevention_HEAL.htm

o **SUPPORT THE DEVELOPMENT OF LEADERSHIP TRAINING**

Encourage community residents to attend leadership trainings and further their educational opportunities as well as their life skills development, especially those with limited English language skills. Promote life-long learning opportunities through local institutions of higher learning.

• **MODEL PROGRAMS AND RESOURCES:**

Instituting a Neighborhood Resident Leadership Certificate Program

<http://www.aecf.org/~media/Pubs/Initiatives/Leadership%20Development/InstitutingANeighborhoodResidentLeadershipCer/Certificate09Des%20Moines%20Description%20%20final.pdf>

○ **EVALUATE THE AVAILABILITY OF JOB SKILLS TRAINING IN THE COMMUNITY-AT-LARGE**

Acting as a third party evaluator, social service providers should determine what is available in our community currently for job skills training for local residents; including accessibility and affordability. Review what has worked in other communities to determine the potential implementation in Manchester.

○ **DEVELOP AND PROVIDE EDUCATIONAL OPPORTUNITIES RELATED TO VIOLENCE PREVENTION FOR RESIDENTS AND COMMUNITY PARTNERS**

Invest time and resources in the development programming aimed at increasing parenting and interpersonal skills, and conflict resolution and mediation. Utilize home visiting programs to provide these necessary resources related to risk and resiliency factors. Providing these services early and often increases the rate of success for each family, and will foster a positive physical and social environment for early childhood development.

● **LOCAL PROMISING PRACTICE:**

Child and Family Services is a statewide non-profit offering a variety of programs for Family Support and Preservation including home visiting programs, parent education, adolescent substance abuse treatment, and homeless youth outreach.

<http://www.cfsnh.org/>

● **MODEL PROGRAMS AND RESOURCES:**

Office of Juvenile Justice and Delinquency Prevention: Family Skills Training for Parents and Children

www.ncjrs.gov/pdffiles1/ojjdp/180140.pdf

RECOMMENDATIONS FOR RESIDENTS & NEIGHBORHOOD IMPROVEMENT EFFORTS



2009 National Night Out
Organized by the Rimmon Heights Community Group

RECOMMENDATIONS:

- BE A RESIDENT LEADER
- CREATE MORE OPPORTUNITIES FOR MENTORSHIP
- ENGAGE PROPERTY OWNERS AND LANDLORDS
- KNOW YOUR NEIGHBORS
- START OR JOIN A NEIGHBORHOOD WATCH GROUP
- PROMOTE AND SUPPORT NEIGHBORHOOD ASSETS
- ENCOURAGE POLICE AND COMMUNITY INTERACTION
- FOSTER A NEIGHBORHOOD CULTURE THAT EMPHASIZES HIGH SCHOOL COMPLETION & JOB SKILLS DEVELOPMENT AS A PRIORITY

RESIDENTS & NEIGHBORHOOD IMPROVEMENT EFFORTS

o **BE A RESIDENT LEADER**

Be informed and act as a community educator. Utilize community resources for leadership skill building and participate in resident trainings offered by community agencies. Serve as a role model to your community and a resource to your neighbors.

- **MODEL PROGRAMS AND RESOURCES:**

Resident Participation: A Community Building Strategy in Low-Income Neighborhoods
http://www.jchs.harvard.edu/publications/communitydevelopment/w05-13_leung.pdf

o **CREATE MORE OPPORTUNITIES FOR MENTORSHIP**

Recognize the importance of modeling healthy behavior, including handling conflict in an appropriate, non-violent manner. Consider peer-mentoring models when working with youth.

- **LOCAL PROMISING PRACTICES:**

The Manchester Police Department's Police Explorers Program is a learning for life program involving young men and women between the ages 14-21 years.
<http://www.manchesternh.gov/Police>

- **MODEL PROGRAMS AND RESOURCES:**

American Academy of Pediatrics – Adapting the Gang Model: Peer Mentoring for Violence Prevention
http://www.hawaii.edu/hivandaids/Adapting_the_Gang_Model_Peer_Mentoring_for_Violence_Prevention.pdf

o **ENGAGE PROPERTY OWNERS AND LANDLORDS**

Work collaboratively with city property owners to improve public places, and increase accountability for property maintenance. Nearly 50% of Manchester's population resides in rental properties. Homeowners and landlords benefit from safer neighborhoods and revitalization around their homes and properties. This can increase property values and reduce tenant turnover, fostering a stronger sense of community. Therefore, property owners are valuable partners in making this a safe and appealing community. Invite these parties to participate in community conversations about neighborhood improvements, resident needs, and prevention efforts.

- **LOCAL PROMISING PRACTICE:**

The Unemployment Guide to Community Resources is a collaborative project among municipal departments, community agencies, and property owners providing resource information for unemployed residents. Red Oak Property Management was an active, involved member of this process and contributed a great deal of information about housing issues when unemployed. This is an excellent example of an innovative way to engage property owners as part of the solution and to provide information and referral to essential services.
<http://www.manchesternh.gov/>

- **MODEL PROGRAMS AND RESOURCES:**

Cincinnati, Ohio – Neighborhood Enhancement Program
<http://www.cincinnati-oh.gov/pages/-17987-/>

Downtown Boston Business Improvement District

http://www.bostonbid.org/about/business_improvement_district.php

o **KNOW YOUR NEIGHBORS**

No one knows a neighborhood area better than the people who live in it. Be familiar with those who reside or visit your neighborhood regularly both for developing a sense of community and for increasing safety and preventing crime. Resident leaders in the neighborhoods are critical for building connections between services and individuals who need them the most, as well as working with law enforcement to identify safety concerns. You are the first line of defense against crime in your neighborhood.

• **MODEL PROGRAMS AND RESOURCES:**

National Crime Prevention Council: Home and Neighborhood Safety (resource list)
www.ncpc.org/topics/home-and-neighborhood-safety

o **START OR JOIN A NEIGHBORHOOD WATCH GROUP**

Neighborhood Watch Groups are resident owned, resident driven community groups that engage in violence prevention efforts within neighborhoods. Currently, there are over 50 Neighborhood Watch Groups within the city. These groups organize community events, such as neighborhood block parties and clean-ups, participate in community-based trainings related to violence and crime prevention, engage in safety initiatives/projects, such as fire hydrant snow removal, and serve the role of ‘watch and report’ to identify problems and concerns in the neighborhood. To start or find a Neighborhood Watch Group in your area, coordinate with the Manchester Police Department’s Community Policing Division.

• **LOCAL PROMISING PRACTICE:**

Rimmon Heights Community Group is an active, resident-based West Side neighborhood group that has organized the National Night Out event, manages a signage banner program to raise funds to invest in their neighborhood, and hosts gatherings to promote interactions among residents and businesses.
<http://rimmonheights.org/>

• **MODEL PROGRAMS AND RESOURCES:**

USA on Watch
www.usaonwatch.org

National Crime Prevention Council – Neighborhood Watch
www.ncpc.org/topics/home-and-neighborhood-safety/neighborhood-watch

o **PROMOTE AND SUPPORT NEIGHBORHOOD ASSETS**

Assist in maintaining neighborhood-based parks and trails, shopping at local businesses, and reporting trash and graffiti concerns. Show your support for the neighborhood by organizing and/or participating in special events, such as the W&S Strategy’s Annual Neighborhood Block Party and National Night Out.

• **LOCAL PROMISING PRACTICE:**

The Manchester W&S Strategy’s Neighborhood Restoration Committee focuses on improving and revitalizing the economic and social conditions of the target neighborhoods through strategies that aim to:

- Improve living conditions
- Enhance home safety
- Allow for low cost physical improvements
- Develop long term efforts to renovate and maintain housing
- Provide educational, social, recreational and economic opportunities
- Foster self-worth and individual responsibility among community members

www.manchesternh.gov/health

o **ENCOURAGE POLICE AND COMMUNITY INTERACTION**

Continue to build relationships between the police and community members. Special emphasis should be placed on immigrant groups, older adult residents, and youth.

• **LOCAL PROMISING PRACTICES:**

The Manchester Police Department's Refugee and Immigrant Law Enforcement Education Program aims to work directly with immigrant and refugee leaders to ensure that they have access to essential services that are critical to their ability to successfully transition to a new community, as well as provide a formal mechanism to support the development of trusting and supportive relationships with law enforcement and other community groups.

The Cops & Kids Program is a collaborative initiative between the Manchester Police Department and the Manchester School District. The Police Department visits the city's elementary schools to provide children with an opportunity to learn more about law enforcement tools and resources, such as the SWAT vehicle, crime scene van, Mounted Unit, and K-9 dogs. This interaction allows officers to interact with elementary school-aged children to build positive relationships, foster trust in law enforcement, and encourage anti-drug and anti-gang behaviors.

• **MODEL PROGRAMS AND RESOURCES:**

National Crime Prevention Council – Improving Police-Community Relations Through Community Policing

<http://www.ncpc.org/training/powerpoint-trainings/improving-police-community-relations-through-community-policing.ppt#257>

o **FOSTER A NEIGHBORHOOD CULTURE THAT EMPHASIZES HIGH SCHOOL COMPLETION & JOB SKILLS DEVELOPMENT AS A PRIORITY**

Increase the community's value on education completion. Promote the priority of a self-sustaining way of life in both education and job skills. Advocate for community members who are struggling with gaining their independence. Recognizing that not all students will continue on to higher education, a priority must be placed on self-sufficiency and post-graduation planning.

• **MODEL PROGRAMS AND RESOURCES:**

Promise Neighborhoods

<http://www.promiseneighborhoodsinstitute.org/>

Harlem Children's Zone

<http://www.hcz.org/>

RECOMMENDATIONS FOR GOVERNMENT OFFICIALS & POLICY MAKERS



City Hall, Manchester, NH

RECOMMENDATIONS:

- IMPROVE TRANSPORTATION SYSTEMS
- INCREASE JOB AVAILABILITY
- MOBILIZE BIG BUSINESSES
- EXPLORE THE ADOPTION OF A LIVING WAGE POLICY
- ESTABLISH FORMAL PARTNERSHIPS BETWEEN KEY COMMUNITY STAKEHOLDERS
- ENCOURAGE A CITY OF NEIGHBORHOODS

GOVERNMENT OFFICIALS & POLICY MAKERS

○ IMPROVE TRANSPORTATION SYSTEMS

Increase transportation both inter- and intra-city to increase accessibility to a wider job market and link residents with local resources, such as banks. Create a desirable community for local business development by building a network of sustainable and affordable transportation options. Improve public transportation within the city to include neighborhood stops and grocery stores, and support travel and tourism to New Hampshire's largest metropolitan area.

- **LOCAL PROMISING PRACTICE:**

The Manchester Transit Authority's (MTA) Free Downtown Circulator is a free MTA bus service providing transportation between Veterans Park, Commercial Street and West Brook/Elm Street.

<http://www.mtabus.org/>

Manchester MOVES is a non-profit organization committed to reconnecting and converting a network of abandoned rail trails into trails that will encourage bicycling, walking and other alternative forms of transportation.

<http://manchestermoves.org/>

- **MODEL PROGRAMS AND RESOURCES:**

MetroHartford Alliance: Transportation Funding – An Imperative for Economic Stability and Strategic Growth

www.metrohartford.com/publicpolicy.aspx?id1096

○ INCREASE JOB AVAILABILITY

Coordinate with the Manchester Economic Development Office, the Greater Manchester Chamber of Commerce, and city businesses to increase the local job market. Research methods used by other cities to recruit and retain new businesses.

- **LOCAL PROMISING PRACTICE:**

The Amoskeag Business Incubator is a Manchester-based not-for-profit that provides affordable office space and technical assistance to early stage companies. Their mission is to nurture high growth startups and create an environment where entrepreneurs have access to the resources, connections, experience, and capital to support the journey of putting ideas into action.

<http://abi-nh.com/>

- **MODEL PROGRAMS AND RESOURCES:**

Business Alliance for Innovation and Entrepreneurship

http://www.businessalliance.org/index.php?option=com_content&view=article&id=47&Itemid=53

○ MOBILIZE BIG BUSINESSES

Provide incentives, such as tax credits and lower licensing fees, to businesses that have developed violence prevention plans and proactively provide violence prevention information to their employees.

- **MODEL PROGRAMS AND RESOURCES:**

New Hampshire Business Resource Center

<http://www.nheconomy.com/business-services/business-assistance-programs/incentive-programs.aspx>

o **EXPLORE THE ADOPTION OF A LIVING WAGE POLICY**

A living wage is one that allows a family to meet its basic needs and provides it with some ability to deal with emergencies, without resorting to welfare or public assistance (per Business Dictionary). Living wages decrease the volume of families relying on public assistance in the community and promote self-sufficiency for all economic groups. Define living wage for the City of Manchester and determine what is necessary for residents to live above the poverty level while providing for themselves and their families. Living Wage Coalitions exist in San Francisco, California, and Cambridge, and Somerville, Massachusetts.

• **MODEL PROGRAMS AND RESOURCES:**

Living Wage Coalition: Social and Economic Justice for All
www.livingwage-sf.org

o **ESTABLISH FORMAL PARTNERSHIPS BETWEEN KEY COMMUNITY STAKEHOLDERS**

Identify key stakeholders from a cross-section of city departments, agencies, organizations, businesses, and residents. Utilize these stakeholders and existing partnerships to cultivate solutions around issues facing the city. Encourage input and feedback from community members to ensure issues being addressed are truly the issues of most concern to city residents.

• **LOCAL PROMISING PRACTICE:**

The Manchester Weed & Seed Strategy is a multi-faceted approach to violence, drug, and gang prevention (additional information on page 6).

• **MODEL PROGRAMS AND RESOURCES:**

The Center for Healthy Communities: Building Healthy Communities – A Comprehensive New Approach to Violence Prevention
www.calendow.org/chc/centerscene/pdfs/CHC_CenterScene_SP08_final3.pdf

o **ENCOURAGE A CITY OF NEIGHBORHOODS**

Utilize a neighborhood-based structure to address violence-related issues. Identify neighborhood-based concerns by recognizing that each neighborhood area has its own set of unique challenges and strengths/assets. Focus on developing neighborhood-based action plans that create partnership and collaboration among key city disciplines, such as law enforcement, economic development, planning, public works, and health.

• **LOCAL PROMISING PRACTICE:**

The Manchester Police Department's "Knocks and Talks" initiative utilizes door-to-door surveying tools to identify violence and crime concerns among residents in neighborhoods around Manchester. This information is then used to provide additional services by the Police Department.

• **MODEL PROGRAMS AND RESOURCES:**

National Neighborhood Indicators Partnership
<http://www2.urban.org/nnip/>

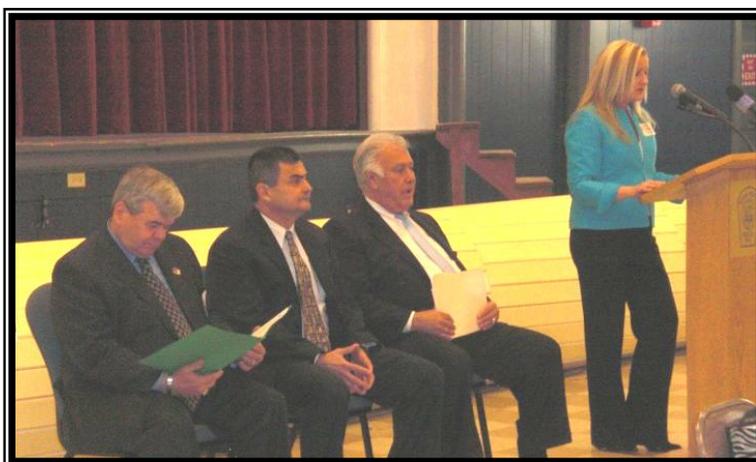
NEXT STEPS

The Manchester Blueprint for Violence Prevention is intended to be a living document; one that will continue to evolve based on the on-going needs of the city. However, first steps must be taken in order to continue the momentum created at the “Community Meeting for Violence Prevention”. While this process will be developed by the Manchester W&S Strategy, it should be a community-wide effort to reach its full potential. The critical action steps and components that are central to the success of this effort have been structured into three Phases, which are primarily based on the UNITY RoadMap Model developed by The Prevention Institute. The UNITY RoadMap is an evidence-based framework developed for local communities that highlights key components of an urban approach to effectively and sustainably prevent violence before it occurs.¹⁷

PHASE 1: PARTNERSHIPS

High-Level Leadership:

Key leaders in Manchester have pledged their commitment to preventing violence in the community, including Mayor Theodore Gatsas, Police Chief David Mara, and Superintendent Thomas Brennan. Additional support will be sought from the Board of Aldermen and key leaders to further the community commitment to this Blueprint. High-level leadership will be necessary to gain support, secure resources and encourage public accountability. They are invaluable partners in public policy development and for engagement of the local business community.



Superintendent Tom Brennan, Police Chief David Mara, Mayor Theodore Gatsas, and Deputy Public Health Director Anna Thomas.
Community Meeting for Violence Prevention, April 2010

Collaboration & Staffing: A formal structure for multidisciplinary collaboration is necessary for coordinating priorities and actions across the city. This infrastructure is currently in place through the Manchester W&S Strategy and should be utilized to move these recommendations forward. Dedicated staff members, in the form of the W&S Strategy Coordinator and the W & S Police Officer, have been funded through the City’s Community Improvement Program to support collaboration for and implementation of violence prevention initiatives. In addition to direct resident involvement, the Strategy’s Planning and Steering Committees currently boast 68 community agencies and departments, creating a multitude of possibilities for leveraging resources to support the Blueprint’s goals. The Manchester W&S Strategy will utilize this Blueprint as a guide for drafting future Memorandums of Understanding with each Strategy partner and a Shared Declaration of Commitment will be developed. In addition, several community coalitions and councils are established in the city that share similar interests as the Strategy including, but not limited to, the Manchester Healthy Eating Active Living Project and the Manchester Partnership for Safe and Healthy Homes. The Strategy will continue to explore opportunities for collaboration with these efforts to strengthen violence prevention initiatives.

Community Engagement: The Manchester W&S Strategy is a resident-based collaboration, utilizing the neighborhoods in Manchester to drive its ideas, projects, and future. Members of the community are actively engaged in setting priorities and ongoing activities. Additional residents will be recruited using this Blueprint as a tool to determine strengths among neighborhoods and empower them to have an active, leadership role in their community. Neighborhood Watch Groups will serve as a key recruitment tool and a platform for community education.

PHASE 2: PREVENTION

Programs, Organizational Practices, & Policies: Through coordination with residents and city services, effective and necessary efforts will be put in place to assist neighborhoods with preventing violence. This includes providing trainings to agencies and organizations about internal efforts around violence prevention, as well as the external effects of violence to ensure buy-in and collaboration. During the development of this Blueprint, the “Community Meeting for Violence Prevention” served as a key tool for determining strategies and it became evident that this should be a permanent vehicle for these discussions in the future. As additional community assessments are completed that identify services and programs that will impact violence, additional programming may be necessary within the community. Therefore, the Manchester W&S Strategy is committed to convening a Community Forum for Violence Prevention on an annual basis to document and discuss successes and challenges, and assist with determining future actions and updating recommendations. Bringing the services and residents of Manchester together on an annual basis will keep violence prevention at the forefront of the Manchester community.

Training & Capacity Building: Customized trainings will be necessary for not only Strategy partners, but all key stakeholder groups in Manchester. These entities need formal opportunities for skill building, such as leadership development, conflict resolution, and advocacy, to implement effective prevention programs, policies and practices outlined within this Blueprint. Additionally, trainings and workshops provided by the local promising and model practices highlighted in this report will be facilitated by the Manchester W&S Strategy to support the adoption and/or expansion of successful models.

Communication: Providing information and access to this Blueprint will be a vital step for ensuring the success of the recommended strategies. A dissemination plan for this Blueprint will be developed by the Manchester W&S Strategy’s Planning Committee. In addition, a detailed work plan will be developed by the Strategy to guide the implementation of the Blueprint recommendations within the community, including measurable outcomes and clearly delineated responsibilities.

PHASE 3: STRATEGY

Strategic Plan: The Manchester W&S Strategy is currently in the process of drafting a 3-year Strategic Plan, and will be utilizing portions of this Blueprint to further justify the direction of violence prevention. The Strategic Plan will include guiding principles for the Strategy, measurable goals and objectives for each Subcommittee that include detailed work plans with timelines, the drafting of memorandums of understanding among Strategy partners, and recommendations for Strategy sustainability and resource development.

Data & Evaluation: Measuring violence prevention is not an easy task, especially when embracing a broader definition of violence to include risk and resilience factors, not just crime statistics. The indicators highlighted within this report will be utilized as the basis for the development of a violence prevention dashboard for the community. Additionally, community surveys administered through the Strategy will continue to be utilized as a way to capture qualitative data around perceptions of

neighborhood safety, key community concerns and needs, and most importantly, ideas to improve neighborhood quality of life. These data will serve as the basis for long-term evaluation of the community's violence prevention efforts, and will be utilized to guide community action planning, such as by the Strategy's Steering Committee.

Funding: The strategies and recommendations put forth in this Blueprint illustrate the forward-thinking and upstream approach that Manchester has adopted to address violence prevention. This Blueprint has great potential to serve as a tool to request comprehensive funding through future local, state, and national opportunities. Though the majority of the recommendations within this Blueprint will require low to moderate funding, some of the recommendations will require a higher level of investment and resources. Subsequently, as part of work plan development outlined above, the Manchester W&S Strategy will identify funding and sponsorship opportunities to support critical elements of this Blueprint. Additionally, it is also expected and encouraged that organizations and community groups outside of the Strategy may seek additional funding to support programming and efforts from this report.

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APPENDIX

ADDITIONAL ONLINE RESOURCES

❖ EDUCATORS AND YOUTH-SERVING ORGANIZATIONS

The Community Guide to Preventive Services

<http://www.thecommunityguide.org/violence/index.html>

Focus Adolescent Services: Gangs – Awareness, Prevention, and Intervention

<http://www.focusas.com/Gangs.html>

National Crime Prevention Council: Bullying & Cyber-Bullying Information

<http://www.ncpc.org/topics/bullying>

<http://www.ncpc.org/topics/cyberbullying>

❖ BUSINESSES AND WORKSITES

Robbery and Violence Prevention in Small Retail Businesses

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1909&issue_id=102009

Family Violence Prevention: A Business Community Call to Action

http://www.youtube.com/watch?v=F_dX_DyN3ds

❖ HEALTH CARE AND SOCIAL SERVICE PROVIDERS

Family Violence Prevention Fund – Health Care Resources

http://www.endabuse.org/section/programs/health_care

The New Social Worker: 10 Things Every Social Worker Needs To Know About Domestic Violence

<http://www.socialworker.com/domesticviolence.htm>

Department of Labor, OSHA: Guidelines for Preventing Workplace Violence for Health Care & Social Workers

<http://www.osha.gov/Publications/OSHA3148/osha3148.html>

❖ RESIDENTS AND NEIGHBORHOOD IMPROVEMENT

Prevention Institute: Preventing Violence

http://www.preventioninstitute.org/index.php?option=com_content&view=article&id=187&Itemid=276

Unnatural Causes Is Inequality Making Us Sick? Episode Five: Place Matters

http://www.unnaturalcauses.org/episode_descriptions.php?page=5